



FEDERAL GOVERNMENT

PAPERWORK MANAGEMENT

AWARD

1975

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PAPERWORK MANAGEMENT

AWARDS

1965

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The Administrative Management Society is a professional society of 12,000 administrative managers organized into 176 Chapters in the United States, Canada and Jamaica, W. I. It has individual members throughout the Free World.

Its purposes are to promote improved management and administration in business, government and other organizations through various educational processes.

The Society maintains World Headquarters in Willow Grove, Pennsylvania.

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*"For outstanding leadership and professional excellence in promoting
effective paperwork management in the government
of the United States of America."*

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On behalf of the Officers, Directors, Members and Staff of the Administrative Management Society, it is my pleasure to extend our congratulations to the Nominees and Winners in the First AMS Federal Government Paperwork Management Awards Program. It is our hope and intention that this will become an annual event.

I wish also to extend our appreciation to the President of the United States for the outstanding leadership he has provided through the War on Waste. Also we thank the many officials of the Federal Government whose wholehearted interest and cooperation have made this a most successful professional endeavor. These include, among many others, Chairman Macy of the Civil Service Commission, Congressman Olsen, the Heads of the Nominating Agencies, the Personnel Officers and other Officers of the Agencies, and also the Officials of the National Archives and Records Service of the General Services Administration.

The tremendous emphasis in government and business in recent years concerning the need for improved paperwork management is sufficient evidence of the growing importance of these things to successful and economical government and business operations. If, through these awards, AMS can focus on those whose professional management achievements have been outstanding, and in so doing inspire others to similar achievements in both the government and business sectors, then our professional purpose will have been achieved.

Finally, I wish to thank the Chairman and members of the Special Awards Board convened by AMS to make the difficult professional judgements essential to a successful awards program.

*J. B. Poole,
International President
Administrative Management Society*

ADMINISTRATIVE MANAGEMENT SOCIETY
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LINNE' AHLBERG

Chief, Budget Division

Southwest Region

Federal Aviation Agency

Ft. Worth, Texas

In his present position, Mr. Ahlberg developed a simplified reporting procedure in the budget process for the Southwest Region of the Federal Aviation Agency. Approval has been given by Washington to utilize the simplified process in two of the last three Quarterly Reviews of Operations Appropriations. Based on the initial success of the procedure in the Southwest Region, the FAA has issued a directive which, in effect is testing a modified version of this simplified reporting system on an Agency-wide basis.

During the use of this procedure, the Southwest Region has demonstrated to the Office of Budget in Washington that the Operations Appropriation Quarterly Review can be simplified and that it will eliminate the necessity of submitting over 4,000 pages of original material annually. Even though greatly reduced in volume, the streamlined report will furnish the essential and significant data required in the Washington review process. The simplified procedure places great responsibility on the field units for the accuracy and reliability of detailed computations previously submitted to and reviewed by the Washington office staff.

Mr. Ahlberg's contribution, if completely adopted, will encompass the budget process Agency-wide. The Federal Aviation Agency Office of Budget receives the Operations Appropriation Quarterly Review from seven regions plus the Aeronautical Center and the National Aviation Facilities Experimental Center. The effects of a simplified reporting system as proposed by Mr. Ahlberg will range from the vast reduction in paperwork down to a greater decentralization to the field units within the several regions and two centers. These effects in turn reduce manhours involved in the typing, handling, printing, mailing, reviewing, and filing of the paperwork. Ultimately, the Agency-wide adoption of this simplified procedure will result in monetary savings of approximately \$25,000 annually, plus increased intangible benefits.

SAM C. BECKLEY

Director

Paperwork Management Service
Veterans Administration
Washington, D. C.

Mr. Beckley, as Director of the Paperwork Management Service in the Veterans Administration, has complete responsibility for the agency-level paperwork programs involving administrative issues, records maintenance, forms, filing systems, correspondence, and mail management. Since 1958, he has been a driving force in the efforts of the VA to improve paperwork management. Largely as a result of his achievements, this agency has an outstanding program in paperwork areas such as: Directives Control, Directives Improvement, Methods and Procedures for Improving Paperwork Activities, and Records Management.

The Veterans Administration is a gigantic and complicated organization involving the administration of benefits affecting over 40% of the U.S. population; expenditures of over seven billion dollars annually; over 250 hospitals and other installations; and 170 thousand employees. Directives necessary in the management of such an organization are voluminous, complex, and subject to constant revision due to changes in law, new technology, and other reasons. Thousands of directives are issued annually to meet instructional and informational needs within the VA, and the complex problems in continuing informational exchanges between the VA and other agencies such as the Social Security Administration, Post Office Department, and the Defense Department. As a result of Mr. Beckley's guidance the VA now has a highly efficient and effective directives system which provides both uniformity and flexibility.

In addition to the establishment and administration of the directives system, Mr. Beckley has achieved outstanding results in the area of records management. There has been a reduction in total agency record holdings, even though the agency adds 100,000 cubic feet of records annually; and a vigorous program to improve filing practices and modernize filing equipment is being conducted.

The impact of Mr. Beckley's achievements has been noticeable at all levels in this vast organization. Improvement of paperwork procedures is now a normal day to day activity in all the many hospitals and other VA installations. This accomplishment is attributable to a large extent to Mr. Beckley's work in producing slides, training films, and a variety of instructional handbooks used in training all the VA supervisors and most non-supervisory employees to improve paperwork methods and procedures.

EDWIN G. CALLAHAN

Assistant Commissioner

Federal Housing Administration
Housing & Home Finance Agency
Washington, D. C.

Mr. Callahan has had a distinguished administrative career of thirty-one years with the Federal Housing Administration, steadily progressing to his present position as Executive Officer in the Commissioner's Office. During these years, he has continued to make highly important and enduring contributions to the effectiveness and efficiency of the Agency. His close identity with the development of the Agency's diversified programs has enabled him to achieve signal success in developing and revising procedures for improving FHA services to mortgagors, mortgagees and the general public.

Mr. Callahan developed the Greensboro experiment which has ripened into the present FHA conversion commitment procedure. The success of the Greensboro plan has been dramatic in terms of improved processing. As an example, the week the plan was placed into effect the FHA national production record for processing conversion commitments was 4,077 cases of which 67% were processed in from one to seven days. As of June 3, 1965 the FHA weekly processing record was 9,324 cases with approximately 95% being processed within three days. This constituted a major contribution in improving the Agency's service to the public, the housing industry, and represents the realization of a long-standing FHA goal.

More recently, Mr. Callahan initiated and developed the Hartford Experimental Plan. He was the principal force in motivating the FHA employees who participated in this revolutionary experiment in management improvement which was inaugurated in the Hartford, Connecticut Insuring Office in September 1964. The plan was so successful in Hartford and offered such promise that it has been extended nationwide.

Under the Greensboro and Hartford Plans the saving of considerable time is achieved by reducing and combining the various application, processing and commitment forms, arranging them so that the lending institution, in the process of filling out the application, records necessary identifying information on the processing and commitment forms. Much transcription, typing, and clerical work has thus been eliminated while reserving to FHA the judgments and decisions that are necessary.

In addition to the obvious public advantages in such improvements in FHA procedures these improvements have resulted in dollar savings to the FHA and to various other agencies involved, both public and private, measured in millions of dollars and hundreds of man years of effort.

MRS. VELMA DeBUSK

Paperwork Management Officer

National Aeronautics and Space Administration

Manned Spacecraft Center

Houston, Texas

Mrs. DeBusk's more than twenty years of Federal Administrative experience qualified her for assignment to the newly created Manned Spacecraft Center at Houston, Texas, in May 1963. At the present time, with a workload averaging 12,000 items per day, 30 persons are assigned to Mrs. DeBusk's activity, performing not only the mail handling function, but also the functions of records management, forms management, reports control, teletype distribution, and publications and forms distribution service.

The scope of Mrs. DeBusk's accomplishments is best illustrated by an example of her records management. In the disposition of the Project Mercury records, she was called upon to assemble all records accumulated and to set up a task force capable of processing the records for permanent retention and possible use in more advanced space programs. She planned, initiated, and supervised a program of classification, coding, and recording of all files accumulated during the project. This task involved material of such highly technical nature that administrative personnel cannot normally be expected to direct such an effort. Mrs. DeBusk, because of her administrative training and research and development background, was able to accomplish the task in an exemplary manner.

Mrs. DeBusk's paperwork management has expanded from a case incident study, to an operating functional organization and finally to an agency prototype. The disposition of Project Gemini and Project Apollo records will be modeled after Mrs. DeBusk's system for Project Mercury and these records will have continuing national significance for a scientific and historical purposes.

The contributions made by Mrs. DeBusk to the nation's space program are without parallel among Manned Spacecraft Center non-technical employees at a comparable level. Her value to the MSC can be measured not only in dollars, but also in terms of sound paperwork management procedures implemented at the highest Center levels.

HUGO DUHN

Records Officer

Bureau of Reclamation

Department of the Interior

Washington, D. C.

Mr. Duhn, a veteran of over 35 years service with the Bureau of Reclamation, is primarily responsible for the establishment of the Bureau-wide method of records identification, maintenance, and ultimate disposition. The records engendered and accrued from such Bureau of Reclamation field project activities as dam construction, recreation area development, and hydroelectric facilities creation were, and are, highly technical in nature, voluminous and of a complexity not ordinarily encountered under the normal range of subject standards. Most of such records, due to their particular historical value, possessed an above-average long-term retention need.

Relying upon his previous experience in the records management field, Mr. Duhn knew first-hand the problems and needs facing files users at every level. Under his diligent guidance in resolving such problems, there quickly emerged a highly effective method of filing that, over the years, has met the Bureau's needs most admirably.

A single gauge of Mr. Duhn's guidance of the Bureau's records program is evidenced by the fact that not one 4- or 5-drawer standard filing cabinet has been purchased for the Washington Office during the past 18 years. In addition to this self-imposed moratorium, during this time over 150 file cabinets have been emptied and turned in as surplus. Mainly, this economy has been accomplished by the judicious use of existing equipment and by a stringently controlled and effectively monitored paperwork program at all levels.

Mr. Duhn is acknowledged to be the Father of the "block system" method of records retirement, and on numerous occasions, he has been called upon to project good records management practices to individuals and groups, both foreign and domestic. His most recent accomplishment has been to compile a filing handbook for use at Job Corps Camps.

Mr. Duhn recognized the Bureau's need for an effective records program and commendably met these needs. He perceived the attributes of paperwork management years before this important managerial function had gained the recognition it now commands.

MISS MARY HAMILTON

Records Administrator

Office of the Judge Advocate General

Department of the Army

Washington, D. C.

Since her appointment as Records Administrator in 1955, Miss Hamilton has gained recognition for accomplishments in mail management, correspondence management and other areas of paperwork management. She is particularly noted for her achievements in records maintenance and disposition.

Several studies have been conducted by Miss Hamilton to develop disposition standards for voluminous holdings of legal records related to such fields of law as patents, military justice, procurement, claims and litigation. The studies made to formulate disposition standards for courts-martial records and the claims against and in favor of the United States, which are processed by the Department of the Army, are representative of the managerial and analytical approach Miss Hamilton applies to all problems, and reflect her expertise in records management.

Miss Hamilton successfully carried out a project to convert courts-martial records of trial from file cabinets to shelf-filing equipment. This was one of the first shelf file installations in the Pentagon Building and served as a model for use of this type equipment.

As a result of the records management program initiated by Miss Hamilton, approximately 13,232 file drawers, or more than 50% of the records holdings of the Office of The Judge Advocate General, have been disposed of by retirement, transfer or destruction. There has been a corresponding reduction in files equipment and floor space required for record-keeping purposes. Upon transfer of the courts-martial records from file cabinets to shelf filing, a 50% saving in floor space requirements was made and 130 file cabinets turned in for reissue.

Additional studies conducted by Miss Hamilton of records maintenance procedures have resulted in substantial savings in man-hours and equipment by eliminating duplicate records, decentralizing files to operating offices where practical, devising filing arrangements which facilitate maintenance, decentralization and disposition of the records, and accelerating files operations.

WILLIAM J. HOPKINS

Executive Clerk of the White House Office

The White House

Washington, D. C.

Mr. Hopkins has rendered outstanding service to five Presidents in the effective organization and supervision of the work of the White House Office. He has been responsible for the exceptionally efficient and responsible handling of the countless numbers of important official papers, letters, and other communications flowing to and from the White House Office and the President. This has included responsibility for the receipt, analysis and preparation of replies to a large volume of correspondence received from officials, organized groups, and the general public on highly controversial matters of national and international interest.

By his effective and impartial administration of the White House Office, he has been of outstanding service to Presidents and to the people of the United States. Mr. Hopkins has furnished continuity in White House operations and procedures during changes of administration, while adapting these processes to the differing desires of White House occupants. His review of official mail, and the sound advice and counsel he has given in its preparation has assured conformance with legal requirements, established policy, and precedence.

The superior maintenance of appropriate channels of communication with the Congress, the Bureau of the Budget, and the various departments and agencies of the executive branch in the handling of all legislation, treaties, executive orders and proclamations, and other official documents has been the responsibility of Mr. Hopkins. His contributions to the orderly conduct of the most important governmental matters have extended far beyond the White House through the advice and counsel sought by officials throughout the executive, legislative and judicial branches.

The result of Mr. Hopkins' outstanding performance of the responsibilities of his office has been the uniformly correct, efficient, and economical handling of the official work of the highest office of the land. The manner in which he has carried out his responsibilities has gained the respect and acclaim of Presidents and Government leaders in all branches.

LEONARD W. JOHNSON

Chief, Management Analysis Section

U. S. Civil Service Commission

Washington, D. C.

As Chief of the Civil Service Commission's Management Analysis Section, Mr. Johnson has relentlessly pursued a program of promoting more effective paperwork management in all Commission activities. This program has had, and continues to have, a most significant impact on the entire Federal establishment and the business community which becomes involved in the personnel practices of the Federal Government. The program encompasses staff management of the two and one half million Official Personnel folders maintained on the Federal employees, over nine million application forms completed each year by prospective employees, five and one half million forms used in the examining and recruiting program and over fifty thousand forms used each year in internal Commission activities.

Mr. Johnson supervises a small staff of management analysts who are responsible for this sizable paperwork management program. Under Mr. Johnson's personal leadership and direction, his staff exercises their responsibilities through the conduct of surveys, forms control, reports control, and correspondence control. These management techniques are all geared towards attacking and managing as effectively as possible the mountainous paperwork which is associated with Federal personnel management.

Through the paperwork simplification efforts of Mr. Johnson, the Commission has experienced tangible dollar savings. Simplification of the paperwork processes has taken place through forms standardization, elimination of unnecessary forms, simplification of forms, and stringent controls over the identification of personnel papers as official records for file retention purposes. The Commission eliminated 1,211 forms in the calendar year 1964, and other improvements in paperwork management resulted in eliminating work at the agency level, improving internal Civil Service Commission operations, and reducing clerical effort. In addition to operational savings to agencies, Mr. Johnson's efforts has meant saving of time by agencies and Civil Service Commission offices throughout the country.

CAPTAIN EDWARD R. JOSHUA

Commanding Officer

U. S. Naval Supply Depot

Yokosuka, Japan

In May, 1964, the Secretary of the Navy announced the establishment of a project aimed at improving combat readiness through the reduction of paperwork. In the announcement of this project, known as Selective Curtailment of Reports and Paperwork (SCRAP), the Secretary recognized that the paperwork burden consumes valuable time and effort of fleet personnel at the expense of training, readiness, maintenance, and professionalism development. Furthermore, the burden adversely affects morale and retention and its sheer bulk and complexity nullifies administrative efficiency. Costs are increased and the net effect is a serious threat to combat readiness.

Captain Joshua assumed leadership in the promotion of project SCRAP at the Naval Supply Depot, Yokosuka, and as a result of his efforts considerable savings were realized in the reports and forms phase of this project.

To carry out the objectives of project SCRAP, Captain Joshua appointed a Review Board to coordinate a review of all reports and forms prepared by NSD Yokosuka personnel and to make recommendations for their elimination or improvement. A total of 563 reports and forms were reviewed and of this number, 67 were eliminated and 37 simplified. Simplification resulted from reduction in frequency of submissions and/or elimination of unnecessary details.

The 563 reports and forms reviewed included all types. Everything from the minor internal office reports to reports required by all echelons at the Washington, D. C. level. To complete this review in 2½ months required the fullest cooperation of all supervisors.

The elimination and/or simplification of 18% of all reports and forms generated savings of 15,395 man-hours which can now be devoted to more essential tasks at NSD Yokosuka.

Captain Joshua's accomplishments in project SCRAP and resulting commendatory letters from the Chief of the Bureau of Supplies and Accounts and Vice Admiral Taira Tsusuki of the Japanese Maritime Self Defense Force have provided motivation for other Commands to emulate the success of NSD Yokosuka.

MARDEN D. KIMBALL

Director, Administrative Services Division

Agricultural Stabilization and Conservation Service

U. S. Department of Agriculture

Washington, D. C.

As Director, Administrative Services Division, Mr. Kimball is directly responsible for formulating and administering the Agricultural Stabilization and Conservation Service and Commodity Credit Corporation Management Programs—a tremendous management responsibility since these organizations have the largest records making and holding services within the Department of Agriculture. Holdings as of June 30, 1964 amounted to 455,800 cubic feet, located in Washington and some 3,000 offices throughout the Country.

Under his outstanding leadership the Service has developed one of the most sophisticated paperwork management programs in the Federal Government. Through his professional experience in program promotion he has gained the full support of Top Management and the cooperation and participation of all employees in the various program activities.

The program is comprehensive in scope and cohesive in operation. It covers all phases and areas of specialization in the management of directives, reports, forms, communications, files, and records disposition activities from date of creation to final storage or destruction.

The total impact and magnitude of his accomplishments is probably best summarized by the fact that the National Archives and Records Service in a recent report recommended to the Secretary of Agriculture: "The records program of the Agricultural Stabilization and Conservation Service is sufficiently advanced that other Services with the Department should be urged to use the same techniques and methods in managing their records".

Mr. Kimball's accomplishments have resulted not only in improved administrative services, but in the savings of millions of dollars in administrative costs.

MRS. AGATHA L. MERGENOVICH

Chief, Paperwork Management Branch

Interstate Commerce Commission

Washington, D. C.

Mrs. Mergenovich came to the Commission in 1957 and has headed up the Paperwork Management Branch since its creation in 1959. Over the past few years, she has built an effective paperwork management program within the Commission and achieved an outstanding record of accomplishments.

Working largely on her own, Mrs. Mergenovich, has developed and installed a system for automating copy preparation of Commission decisions which provides for the printing and distribution of pamphlet copies to subscribers at the time of initial release. Copy is later used to produce the bound volumes of decisions, thus eliminating typesetting. This system of copy preparation has reduced the effort and time involved in the preparation of decisions for printing and has produced a direct savings of more than \$50,000 annually to the Commission through the reduction of its printing costs.

In 1959, Mrs. Mergenovich was instrumental in pointing out the need for a top level staff committee to review Commission reporting requirements imposed upon the transportation industry under its jurisdiction. Since the inception of the Commission's Reduction of Paperwork Burden Committee in that year, she has served as its secretary and has contributed substantially to its efforts which have produced gratifying results. In this respect, carriers under ICC jurisdiction have been relieved from filing more than 450,000 reports annually, and more than 22,000 pages of data have been eliminated from annual reports that continue to be filed. As a result of this reduction in data collected, the Commission has discontinued the preparation and printing of 110 publications and has reduced another major statistical publication by some 90 pages.

The contributions to effective paperwork management within the Commission made by Mrs. Mergenovich has been an inspiration to others specializing in this field.

THOMAS E. MURPHY

Director, Statistical Operations and Analysis Staff

Business and Defense Services Administration

Department of Commerce

Washington, D. C.

In 1952, when the National Production Authority was discontinued, and the Business and Defense Services Administration took its place, NPA's entire statistical coordination and review staff was abolished. Practically all of its personnel were "reduced in force" or transferred to other functions. This clean sweep left a void which soon became obvious. Mr. Murphy was asked, in addition to his duties as an industry analyst, to serve as the "Forms Clearance Office" of the newly created agency. Without benefit of precedent or modus operandi, he single-handedly established and developed an effective paperwork management program in the area of public use statistical forms.

Since Mr. Murphy's accomplishments pertain primarily to public use statistical forms, it affects almost all segments of American industry. Its primary non-government impact is on the manufacturing companies and their plants which produce items required for a strong U. S. defense posture. This includes companies engaged in producing basic controlled materials such as copper, steel, aluminum, nickel, etc., as well as producers of complicated machinery, electronic equipment, instruments, etc.

Since 1952, this area of responsibility has continued to assume increasingly greater importance as has the agency's increased responsibilities and effectiveness not only in the mobilization and defense areas but also in the area of business services and international trade.

The only way to measure the results of Mr. Murphy's outstanding success in paperwork management is to point out that with practically no staff (one professional during the last four years, only) he initiated and managed, and continues to manage, the complete statistical paperwork program of the Business and Defense Services Administration.

Due to the success of his efforts, the Business and Defense Services Administration now has a well balanced and carefully planned program of industrial statistics collected from American Industry designed to serve its mobilization and regulatory functions.

JOHN S. PETERS

Director, Rate and Routing Service Division

Transportation and Communications Service

General Services Administration

Washington, D. C.

As director, Rate and Routing Service Division, since 1962, Mr. Peters designed and negotiated with the shipping industry a system of rates suitable for computers, greatly reducing the time and effort formerly required to apply rate and routing data. Through use of a new technique for establishing acceptable rates (on an "all freight commodity" base) between shipping points, and provision for certain percentage adjustments to establish rates and charges for economies in larger shipments, a practical system was possible. The simplified system eliminates a very large part of the cost of paperwork involved in Government and industry when documenting shipments, payments and audits.

Combining initiative with imagination and experience, he made mathematical applications and compared results with existing practices which involved highly complex and time consuming detail work. Mr. Peters then designed a system for freight rate calculation and application to develop freight charges which, if found to be acceptable to the carrier industry, would enable the expansion and use of GSA's computers.

Specifically, Mr. Peters' system of utilizing computers for determining rates and charges takes the place of the hundreds of thousands of manual actions, required of technicians, tariff filing personnel, comptometer operators, accountants and auditors.

The simplification and complete automation of bills of lading to also include rates and charges results in a major reduction of employee workload expected to result in intangible savings of at least \$1 million over a period of time. This technique not only simplifies the complex tariff system, but makes adjustments from the maximum class rate system to a specific commodity rate system. The difference between these two types of rates results in additional reportable savings of approximately \$1 million annually.

THOMAS J. PUGLIESE

Chief, Records Management Branch

U. S. Atomic Energy Commission

Washington, D. C.

As a result of Mr. Pugliese's administrative management efforts not only the Atomic Energy Commission headquarters and field offices but most of AEC's major cost-type contractors have established effective records management programs. The 136,000 employees of an industrial, research and development complex expending Government funds at the rate of 2.7 billion dollars in this fiscal year are benefiting from the elimination of unnecessary paperwork in records management, in records keeping, the efficient mail handling and correspondence preparation and the ready access to necessary information provided through the system Mr. Pugliese developed. More than thirty large industrial contractor concerns have adopted the AEC Records Management Program and applied it to paperwork generated under their Government contract. Several large universities follow the program in conducting atomic energy research and development work. Also effected by the AEC Records Management Program are several thousand individuals, concerns, and organizations licensed by AEC under its regulatory program, as Mr. Pugliese reviews and where possible streamlines all forms and all the other reporting and record keeping required of these licensees.

Mr. Pugliese has also contributed to developing the standards adopted by the Department of Defense, NASA and AEC for the compatible microfiche used to reproduce and disseminate research and development reports. Mr. Pugliese overcame seemingly insurmountable problems in establishing these contractor records development and disposal standards.

The far reaching records management program so intimately affecting communication among those engaged in atomic energy work has had enormous tangible and intangible benefits. The sensible paperwork systems, the tight management of documents, forms and files; and the progressive encouragement of such new techniques as electronic data processing and miniaturization have contributed to efficient administration throughout the atomic energy complex. As a result of Mr. Pugliese's contributions to date, such benefits will undoubtedly continue to accelerate.

EDWARD ROSSE

Supervisory Management Analyst

Social Security Administration

Department of Health, Education and Welfare

Baltimore, Maryland

In his present position, Mr. Rosse developed broad program objectives and plans, and coordinates the activities of a group of management analysts in the analysis, study and development of methods and procedures relating to several major functions of the Division of Accounting Operations of the Social Security Administration.

The keeping of appropriate records for 160 million people covered by the old-age, survivors, and disability insurance provisions of the Social Security Act involves an enormous volume of paper. In the development of an Administration program for the use of microphotography as a dynamic tool of record keeping, Mr. Rosse's knowledge and ingenuity have led him to pioneer many innovations and improvements in the microfilm systems field, which have been adopted in other government agencies and in private industry. Mr. Rosse as a result of these many accomplishments, is a recognized national authority on microphotography and its administrative uses.

As a result of his constant refinement of established microfilm record keeping and reference systems, his continuing search for more efficient micro-filming equipment, and his close liaison with manufacturers in the development of materials and equipment needed by the Social Security Administration but not available on the market, Mr. Rosse's talents have saved the Administration many millions of dollars over the years of his employment. While many organizations have microfilmed large volume records having relatively low rates of reference (primarily to conserve floor space otherwise needed for paper files), Mr. Rosse has never been content with such a limited objective. Under his leadership microfilm systems have become dynamic, permitting periodic updating as required, and with the capacity for an estimated 100 million references a year. These systems are designed for expansion indefinitely into future years as the Administration's requirements may dictate.

MAJOR FLOYD H. RUSSELL

Personnel Systems Analyst

Department of the Air Force

Washington, D. C.

The morning report in various forms has been in use throughout the military establishment since the days of the Revolutionary War. Many improvements have been made on the content and form since 1951, but the approach and concepts had changed little.

Prior to September 1964, six copies of Part I of the Air Force morning report and three copies of Part II were prepared 365 days of the year by 3,920 reporting units. This totals, 12,977,200 pages prepared annually.

In April, 1964, Major Russell undertook the task to reduce and hopefully eliminate the largest single manually prepared report in existence within the Air Force. Each reporting unit submitted a report each day whether a change affected the unit or not. Through random sampling, it was discovered that more than half of these reports were the "no change" type. Specifically, 57% of Part I and 39% of Part II were the "no change" type.

Through the expert analysis and relentless efforts of Major Russell, the Air Force eliminated all "no change" morning reports effective September 1964. This was accomplished Air Force-wide and without creating any other paper.

Through the elimination of "no change" morning reports, the Air Force has realized annual paper savings of 6,154,272 pages and an estimated \$1,538,568.00 savings annually on the printing, storage, distribution and preparation of the reports.

Major Russell is now spearheading the program for the elimination of the morning report in its entirety.

JOHN J. SHURMAN

Chief, Communications and Records Management Branch

Agency for International Development

Washington, D. C.

When the Agency for International Development was established in 1961, one agency was created by the merger of the International Cooperation Administration and the Development Loan Fund, each of which had separate records systems. One of the first management problems under this combined organization was to develop a uniform records system and detailed procedures for effective overall records management. Mr. Shurman was given this assignment. Mr. Shurman went about his task with professionalism, determination, persuasiveness and confidence and developed a highly effective records management program.

The records management program has been installed in the Agency's Washington Headquarters of 2,960 employees, and in each of 75 separate missions throughout the world involving 12,000 employees. The uniqueness of this program is reflected in the business relationships of the Agency. The Agency accomplishes much of its program through contracts and agreements with private industry for materials and construction projects, with universities for training and technical assistance, and with many other government departments and agencies covering every conceivable type of economic assistance throughout the free world. Because of the far-flung operations of the Agency and the resulting dependence on papers to accomplish its business, records management plays a key role in providing information when and where it is needed to carry out U. S. objectives in this \$3 billion annual program.

Under Mr. Shurman's leadership, AID's records management program has achieved a savings of \$525,921 which is \$323,153 more than anticipated. This includes savings in man hours, equipment, space, and maintenance.

By objectively analyzing the need for certain documents and existing variations in paperwork procedures, Mr. Shurman recommended changes that produced savings and permitted doing other essential work without increases in manpower, space, and equipment.

DONALD J. SIMON

Chief, Division of Records Management

Department of State

Washington, D. C.

Mr. Simon's career in the Department of State is a vivid demonstration of superior administrative management ability. During the past few years he has completely modernized the mail and files operations of the U. S. Department of State into a vigorous records management program for his department and its Foreign Service. Under his leadership many innovations in records management have been instituted which contribute to the efficiency of these operations throughout his Department and the world. The major results of his efforts are having a profoundly affirmative effect on Foreign Service and Civil Service Officers and providing them with fast, efficient communication service and well organized paperwork and records management for decision-making purposes.

The Department of State records management program is unique since it not only involves normal paperwork functions, but also includes analyzing and determining action and information distribution for all written communications to and from overseas posts for all Federal agencies involved in foreign affairs. The annual volume, for example, of copies distributed of "airgrams" only, exceeds 11 million. Indexing procedures for the Central Foreign Policy File of the Department of State were automated through microfilm techniques. Using the microfilm process, production was increased 100% resulting in the reduction of the number of employees needed to produce index cards on electric typewriters. To preserve the integrity of the Central File, a system of providing end-users with a quick copy of a document rather than the original was instituted. A similar system was developed for the thousands of documents needed by the historical researchers for writing the histories of foreign relations. This system developed by Mr. Simon utilizes microfilm and electrostatic printing processes.

Similar professional contributions have been made by Mr. Simon to the State Department's world-wide record keeping system, its programs for training in records management, its file system review, and its space age communications program. Mr. Simon's accomplishments have not been confined to the Department of State's world-wide Foreign Affairs Program. The development and implementation of the uniform file system has inter-agency impact in that the system has been adopted in whole or in part by the Commerce Department of the United States Information Agency, and at the present time is being coordinated with the Agency for International Development.

MRS. RUTH C. SMITH

Supervisor, Files and Docket Section

Federal Home Loan Bank Board

Washington, D. C.

As supervisor of the Files and Docket Section, Mrs. Smith conceived, developed and finalized a plan for the organization of the Docket files. These files are fundamental to the mission of the Federal Home Loan Bank Board. After considerable study of the Dockets and the requirements of the using departments, Mrs. Smith devised a plan that made the Dockets more manageable and the material in them easier to locate.

The Federal Home Loan Bank Board is required to maintain a Docket on each Federally-chartered Federal savings and loan association and State association which is either insured by the Federal Savings and Loan Insurance Corporation or a member of the Federal Home Loan Bank System. Some of these Dockets are quite voluminous and fill several file drawers. Under Mrs. Smith's plan, the Dockets are each divided into various sections, each section labeled and containing the paper pertaining to the subject. In this way, the person requiring information could order the specific section and in a very few moments locate the necessary information whereas before it sometimes required hours of review.

In March, 1965, Mrs. Smith participated in a special management study being conducted in one of the offices of the Board. Mrs. Smith's assignment was to make an inspection of the files of that office and develop recommendations for improvement. After a careful and exhaustive analysis, Mrs. Smith developed a recommended file system including numerous improvements in filing methods. Her recommendations were adopted by the office and are now in the process of being implemented.

Mrs. Smith's accomplishments are agency-wide in scope. Every office and division of the Federal Home Loan Bank Board has benefited by her efforts. Indirectly, the Savings and Loan Industry has benefited from her efforts because the reorganization of the Docket files and the streamlining of other agency files has resulted in better service to approximately 5,000 member and insured savings and loan associations.

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NEIL C. TULLOCH

Management Analyst

Selective Service System

Washington, D. C.

Mr. Tulloch joined the Selective Service System in 1942 as a statistician, entered the field of paperwork management as a member of the Staff of the Archives Division in 1945, and has been active in that area since that date. In establishing the Office of Selective Service Records in 1947, Mr. Tulloch designed the procedures, wrote the regulations, and was responsible for their implementation in the establishment and operation of 54 Selective Service Federal Record Depots. This was accomplished in an atmosphere without precedent in the field of paperwork management, long in advance of records centers presently in operation in private industry, and in the Federal and State governments. These procedures are still in effect, and Mr. Tulloch continues in their management.

Mr. Tulloch initiated records retention schedules identifying the permanent records of the Selective Service System and authorizing the destruction of records of a temporary nature. As a result of these schedules and the records disposal program, the purchase of additional file cabinets has been deferred or made unnecessary and the service has recovered an estimated 35,000 cubic feet of floor space for other utilization.

When the Selective Service Act of 1948 was enacted, Mr. Tulloch was instrumental in establishing a forms program which later included the maintenance of a Selective Service Form Manual describing in detail, the purpose, preparation, distribution and destruction of each form prescribed by National Headquarters. Since 95 percent of the paperwork of the Selective Service System is transacted on forms, this medium offers a degree of management control which is felt at all levels of agency administration. The presence of this manual in each of the 4,000 local boards is estimated to have made unnecessary a total of 3 million inquiries.

Mr. Tulloch is responsible for the implementation of numerous other paperwork management programs within the System which have resulted in savings to the Federal Government of approximately \$10 million.

MAJOR ROBERT B. WEATHERS

Director, Administrative Services

Defense Subsistence Supply Center

Defense Supply Agency

Chicago, Illinois

As Director of Administrative Services since 1962, Major Weathers has developed and implemented the first effective Management of Paperwork and Program of Paperwork Control in the Defense Subsistence Supply Center's Chicago Headquarters and ten regional headquarters located throughout the United States. Exercising outstanding leadership and managerial ability, he instituted administrative controls and innovations in procedures to achieve a more expeditious processing of essential paperwork as well as greater economies and operating efficiency.

Major Weathers is directly responsible for the establishment of centralized control of DSSC field printing requirements. He also exercised the first managerial control of Command forms in an aggressive effort to reduce or up-date and standardize old forms as well as provide necessary form information. As a result of the forms control program, the total number of forms decreased by 15% during a period of greatly increasing workload throughout the Command. A reports evaluation program conducted under his direction resulted with the elimination of 24 varied publications with attendant economies. DSSC has also experienced economies in the Graphic Arts function and the area of communications.

Over and above these tangible savings, the entire area of paperwork management for the Defense Subsistence Center has been considerably improved.

The abilities exhibited by Major Weathers while on duty in this Command has resulted in his nomination and selection as the Executive Officer of the Defense Documentation Center upon the deactivation of the Defense Subsistence Supply Center.